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ABSTRACT

The checklists identify the responsibilities of the technical director, course coordinator, monitor, and instructor in setting up a training program for the National Highway Institute. The definitions and responsibilities for each role are specified. The checklists for each role specify tasks to be completed and provide space in which to note "Need Date" and "Completion Date." Use of the checklists will help in staging more successful training programs. Two Federal Highway Administration forms are included: a class registration form and a proposal, approval, and record of training form. (AG)

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NATIONAL HIGHWAY INSTITUTE

TRAINING INFORMATION & PROCEDURAL CHECKLIST

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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- RESPONSIBILITIES
- DEFINITIONS
- DIRECTOR
- COORDINATOR
- MONITOR
- INSTRUCTOR

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U.S. DEPARTMENT OF TRANSPORTATION
Federal Highway Administration

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FOREWORD

The work of designing, developing, conducting, or evaluating a seminar, workshop, etc., requires the attention and involvement of many individuals. Such individuals handle a multitude of details and are usually identified as technical directors, course coordinators, monitors, or instructors. In some instances the same person handles all these responsibilities. Generally, however, only one person is designated to perform each of these functions. This is especially true when organizations conduct a large number of courses each year.

Putting on a training program is a team effort. The success or failure of the team depends upon, among other things, who is willing to take the initiative in getting the team together and on the contribution each is willing to make. Getting the team together early is most important in order for each member to discuss how he perceives his role and how he intends to carry it out.

To stage a successful training program then, a checklist is helpful, if not essential. Such a list, to a large degree, ensures that all relevant course details are attended to and are coordinated on a timely basis.

On the pages that follow, a checklist has been developed to assist those who are responsible for program development, coordination, etc. The list has been broken down by functions.

PURPOSE

To identify the responsibilities of the technical director, course coordinator, monitor, or instructor and to discuss their separate, and in some cases overlapping roles in training sponsored by the FHWA.

To set forth checklists for each of these individuals to assist them in their separate responsibilities with a view toward a successful team training effort.

DEFINITIONS AND RESPONSIBILITIES

In using the checklists that follow, refer to the general definitions and responsibilities that are provided below:

FUNCTION	DEFINITION
Technical Directors	Basically, the technical director of a course is responsible for course content, selection of subject to be covered in a program, selection of speaker, text material, visual aids, and the pretraining package. The technical directors must have a thorough understanding of the technical input to the course.
Course Coordinators	The course coordinator generally is responsible for making all the arrangements for classrooms, participant registration, assembling notebooks, introducing guest speakers, instructors, etc. The coordinator is also responsible for all other functions which might be included under "good housekeeping." As the name implies, the coordinator must coordinate all aspects of a training effort.
Instructors	An instructor is responsible for ensuring that training is conducted on a timely and professional basis. Instruction should be in consonance with stated course objectives and applicable visual aids. An instructor is the key to effective training. Also, an instructor is responsible for course evaluation and adequate feedback to management on the effectiveness of the training. Finally, an instructor is responsible for the accuracy of all information being presented such as: policy, procedures, regulations, laws, etc.
Monitors	Individuals selected as monitors must have a good knowledge of what the course is all about. They must know what the course objectives are and what a good instructor is supposed to do in front of a group. Monitors must have firsthand knowledge about "effective presentations" and how to get the most out of visual aids. Because monitors should be sensitive to what learning is taking place in a classroom, they should have some understanding of learning theory. Monitors have to be aware of what training materials, equipment, supplies, and furniture is needed to conduct effective training sessions.

DISCUSSION

For FHWA sponsored courses the role of the technical director is often split between two or more individuals from two or more FHWA offices, or between the FHWA sponsoring offices and the contract manager. For training developed under contract the FHWA contract manager, the FHWA technical committee chairman, and the contractor's representative share these responsibilities.

The contractor performs the basic functions of the technical director, including developing the course outline, instructor's guide, student texts, and acquiring or developing visual aids. His work is subject to review and approval by the contract manager who works closely with the technical steering committee. Major inputs are provided to the contractor, sometimes resulting in significant changes.

The contractor's responsibilities are set forth in the contract and encompass functions of the technical director, course coordinator, and instructor. Usually, the contractor is responsible for at least the functions ascribed to the technical director and instructor; in this case the course coordinator usually is an FHWA regional or division representative or a representative from the host state.

Monitors are designated by the sponsoring office and are usually representatives of the FHWA field office, technical office, or the NHI. Course monitors and course coordinators should reach an understanding prior to beginning of the course - how changes are to be effected once the need for change becomes apparent. Such changes may range from such details as improving ventilation to candid discussions with the technical director for improving the effectiveness of the instruction.

DIRECTIONS

Listed under each major function on the following pages are items which require timely considerations, and in many instances, action. In order to facilitate and exercise control over such matters, two columns are identified as the "Need Date" and "Completion Date." If for example, an item five under "Checklist for Course Instructor," an instructor needs to send out pretraining material 2 weeks prior to the beginning of a course, this date should be entered in the "Need Date" column. The date the material is actually sent out to conferees should be noted in the "Completion Date" column. This shows completed action on this item.

In the event an item does not apply to a particular training program, place "Notapplicable (NA)" in the remards column.

Separate directions for use of the "Course Monitor Checklist" have been incorporated into that section of this document.

CHECKLIST
FOR
RESPONSIBILITIES OF THE COURSE TECHNICAL DIRECTOR

ITEMS	NEED DATE	COMPLETION DATE
Establish a steering committee as needed to assist with the technical content of the program. Members may be selected from within or outside the organization.		
Select subjects to be covered in a course.		
Select text material.		
Select and develop handouts.		
Select and develop visual aids.		
Select speakers and theme of the course.		
Select pretraining material.		
Select training site, date, time, and duration of course.		
Select type of candidates to attend the course.		
Determine prerequisite for attendance.		
Determine class size.		

CHECKLIST
FOR
RESPONSIBILITIES OF THE COURSE TECHNICAL DIRECTOR
CONTINUED

ITEMS	NEED DATE	COMPLETION DATE
Total number of students to be trained		
Rate of training-how many per month, year.		
Availability of training funds for each course.		
Establish broad course objectives.		
Determine how much time is to be spent on each block of training. Develop training objectives for each block.		
Prepare first draft outline of course and course description.		
Determine training certificates for the course.		
Ensure that instructor has adequate evaluation of the course for feedback to management.		
Get managements support to conduct the course. Ensure adequate training need exists for support.		
Prepare necessary requisition forms where they are needed.		

CHECKLIST
FOR
COURSE COORDINATOR

ITEMS	NEED DATE	COMPLETION DATE
Arrange for appropriate training facilities such as main conference room and breakout rooms (e.g., small group discussion rooms, etc.).		
Arrange for comfortable and appropriate furniture.		
Arrange furniture for mode of training. Example: management, supervisory, technical, engineering.		
Order notebook covers, paper pencils, chalk, etc. Make sure these items are available and assembled for students and instructors prior to commencement of training.		
Arrange for Public Address System where needed - check it out to make sure it is operating correctly.		
Introduce guest speakers, instructors, etc.		
Write invitation to guest speakers - determine their honorariums - complete necessary paper work to ensure speakers get paid on a timely basis. Send speakers detailed program information; ask speaker for copies of presentations.		
Get okay from higher supervision for participation of staff members in the course. Prepare and send correspondence to each member who will participate in the program. Example: FHWA staff members.		

CHECKLIST
FOR
COURSE COORDINATOR - CONTINUED

ITEMS	NEED DATE	COMPLETION DATE
Write letters to students acknowledging their acceptance to the course.		
Arrange for training certificates to be filled out and available for presentation on day of course completion.		
Present certificates.		
Initiate publicity for program when needed, example: NHI's Blue Line Course Announcements		
Arrange registration of participants.		
Assist instructor with good "housekeeping."		
To the extent possible, assist with hotel reservations for guest speakers, students, etc.		
Arrange for group pictures and for proper identification of each person in the picture.		
Check with the instructor to make sure he has all necessary equipment for his block of training.		

CHECKLIST
FOR
COURSE COORDINATOR - CONTINUED

ITEM	NEED DATE	COMPLETION DATE
Arrange for coffee breaks.		
Inform students about cafeterias, rest rooms, etc.		
Arrange with the instructor to ensure all forms are completed on the course. Example: FHWA 817. Make sure forms are sent to appropriate officials, example: Office of Personnel and Training, and National Highway Institute.		

CHECKLIST
FOR
COURSE INSTRUCTOR(S)

ITEMS	NEED DATE	COMPLETION DATE
Write lesson plans - ensure that training progresses from the simple to the more complex (training progression).		
Write individual training objectives for each major block of training for which responsible.		
Order textbooks, handout literature, pre-training materials.		
Reserve 16mm films.		
Order and follow-up on 35mm slides, visual aids, audio tapes, video tapes, etc.		
Arrange for projection equipment and operators. This includes T.V. equipment where necessary.		
Arrange for special demonstrations.		
Arrange for any special equipment which may be needed for technical and nontechnical training.		
Maintain class attendance records.		
Arrange for field trips.		

CHECKLIST
FOR
COURSE INSTRUCTOR(S) - CONTINUED

ITEMS	NEED DATE	COMPLETION DATE
Prepare, conduct, and grade exams, quizzes, and discuss in class as appropriate.		
Complete FHWA Form 1455 and return to the National Highway Institute on a timely basis.		
Prepare, assign, and discuss evening assignments.		
Prepare table name cards.		
Practice good housekeeping - generally. Clean chalk boards after each session - specifically.		
Send out pretraining material.		
Conduct training.		
Complete and send to higher management any special reports on training which are or may be required.		
Evaluate training.		

NATIONAL HIGHWAY INSTITUTE
CHECKLIST FOR MONITORING TRAINING

INFORMATION: The following items are provided as a guide and checklist to assist those who are responsible for monitoring training courses.

The checklist has nine major areas which are of concern to a monitor. They are as follows: (1) Course Content, (2) Training Facility, (3) Instructor(s), (4) Supplies, (5) Equipment, (6) Materials, (7) Pretraining Considerations, (8) Course Evaluation, and (9) Hotel Accommodations.

DIRECTIONS: Listed on the following pages are the nine major areas mentioned above. Under each of these items are listed additional items which are to be used as a checklist for monitoring a course. Next to each item are two columns headed by a + and - symbol. Evaluate each item by placing a check mark in either the + or - column. If you feel an item was inadequate, place a checkmark in the negative column and give your reasons under remarks. For example: Under "Course Content" if the subject being taught is not consistent with the course objectives, or if there were no course objectives, place a checkmark in the - column. Use the "Remarks" column to explain your reaction. This column may also be used to elaborate positive remarks. If you feel an item is not applicable, place an "NA" under remarks.

COURSE CONTENT:

	+	-	REMARKS
SUBJECTS CONSISTENT WITH OBJECTIVES			
OBJECTIVES CONSISTENT WITH STATE/FEDERAL POLICY, ETC.			
THEORY AND APPLICATION BALANCE			
COURSE LENGTH IN RELATIONSHIP TO MATERIAL			
ORGANIZATION OF MATERIAL			
CONTINUITY OF MATERIAL			
TRAINING GUIDES AND MANUALS			
PRIOR SKILL AND KNOWLEDGE COMPATIBLE WITH DIFFICULTY OF COURSE			
BALANCE BETWEEN NEED TO KNOW AND NICE TO KNOW INFORMATION			
TRAINING METHOD (LECTURE, BUZZ GROUPS, DISCUSSION, FILMS, ETC.)			
FIELD TRIPS			

TRAINING FACILITY:	+	-	REMARKS
VENTILATION			
HEATING			
AIR-CONDITIONING			
LIGHTING			
ACOUSTICS			
CHAIRS			
TABLES			
PODIUM			
ASH TRAYS			
COAT RACKS			
BLACK BOARD			
EASEL			
ROOM SIZE			
ROOM APPEARANCE			
SEATING ARRANGEMENT			
REST ROOMS			

INSTRUCTOR:

	+	-	REMARKS
USE OF VISUAL AIDS			
FAMILIARITY WITH TRAINING EQUIPMENT			
ESTABLISH EVALUATION PROCEDURE			
FACILITATE DISCUSSION AND FEEDBACK			
STATEMENT OF TRAINING OBJECTIVES			
UNDERSTANDING OF SUBJECT MATTER			
CONTROL OF GROUP			
RESPONSE TO QUESTIONS			
PUNCTUALITY			
BREAKS, STAND UP, COFFEE, ETC.			
USE OF LESSON PLANS			
FOLLOW UP ON ASSIGNMENTS			
SPEAKING ABILITY			
EYE CONTACT			
POSTURE/POISE			
MANNERISMS			
ENTHUSIASM			
EFFECTIVENESS OF INSTRUCTOR			

SUPPLIES:

	+	-	REMARKS
STUDENT PAPER			
PENCILS OR PENS			
NOTEBOOKS			
CHALK			
CRAYONS			
ERASER			
POINTER			
NAME PLATES			
EASEL PAPER PADS			

EQUIPMENT:

	+	-	REMARKS
SCREENS			
EXTENSION CORDS			
OVERHEAD PROJECTOR			
35mm PROJECTOR			
MOVIE PROJECTOR			
OPAQUE PROJECTOR			
TAPE RECORDER			
T.V. EQUIPMENT			
PROJECTION TABLES			
MICROPHONES			
LECTERN			

MATERIALS:

	+	-	REMARKS
HANDOUTS			
CHARTS			
GRAPHS			
FILMS			
SLIDES			
AUDIO TAPES			
VIDEO TAPES			
DEMONSTRATION MATERIAL			
EXHIBITS			
TEXT BOOKS			
FILMSTRIPS			
TRAINING CERTIFICATES			

PRETRAINING CONSIDERATIONS:	+	-	REMARKS
NEWSPAPER/MAGAZINE ARTICLES			
TEXTBOOK READING ASSIGNMENTS			
SPECIAL ASSIGNMENTS			
CLASS ROSTER			
COURSE OUTLINE			
COURSE OBJECTIVES			
TIMELY INFORMATION ON DATES AND LOCATION OF TRAINING			
DIRECTIONS TO FACILITY			
COURSE EVALUATION:			
QUIZZES			
FORMAL TESTS			
END OF COURSE EVALUATION			
INSTRUCTORS PLANS FOR FOLLOW UP WITH SUPERVISORS FOR FINAL EVALUATION			
OTHER			

HOTEL ACCOMMODATIONS:

	+	-	REMARKS
PROXIMITY			
ROOMS			
RESTAURANTS			
SERVICE			
HOTEL RATE RELATIONSHIP WITH PER DIEM			
ADDITIONAL REMARKS AS NECESSARY:			

NOTE: In those instances where instructors such as contractors are conducting a course, it is most important that monitors pay close attention to such things as FHWA policy, procedures, regulations, and laws that are being discussed or presented in the classroom. This will reduce and correct possible inaccurate information being given to employees in the training situation.

DEPARTMENT OF TRANSPORTATION
FEDERAL HIGHWAY ADMINISTRATION
NATIONAL HIGHWAY INSTITUTE

CLASS REGISTRATION

NOTE TO INSTRUCTOR

Complete the heading of the attached Registration Sheet and circulate to record class attendance. Indicate the number of minorities by category (Black, Spanish Surname American, Asian American, American Indian, other) and the number of females in attendance on the reverse of the registration form. Please also list any other instructors and their agency along with any other comments you wish to make concerning the course.

Upon completion of the course, send the Registration Sheet to the Department of Transportation, Federal Highway Administration, National Highway Institute, Washington, D.C. 20590. In cases of training offered by contract, contractual obligations will not be considered complete until the completed form is received.

This cover sheet should be removed prior to circulation of the attached Registration Sheet.

Form FHWA 1455
(3-76)

CLASS REGISTRATION		DEPARTMENT OF TRANSPORTATION FEDERAL HIGHWAY ADMINISTRATION NATIONAL HIGHWAY INSTITUTE
1. TITLE OF COURSE		2. DATE
3. LOCATION WHERE TRAINING IS OFFERED (Street, No. City, State, Zip Code)	4. BEGINNING DATE	5. ENDING DATE
6. CLASSROOM HOURS	7. PRINCIPAL INSTRUCTOR	
8. NAME	9. POSITION	10. AGENCY

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL HIGHWAY ADMINISTRATION

PROPOSAL, APPROVAL AND RECORD OF TRAINING

(Administrative Manual, Vol. 15, Chap. 1)

NOTE *(Please read instructions on reverse side before completing this form.)*

SOURCE OF TRAINING *(Check One)*
- ☐ 1. INSERVICE
- ☐ 2. INTERAGENCY
- ☐ 3. NON-GOV'T *(Designed For Agency)*
- ☐ 4. NON-GOV'T *(Other)*
- ☐ 5. STATE OR LOCAL GOV'T

A. NAME OF EMPLOYEE	B. POSITION TITLE	C. SERIES AND GRADE

D. EMPLOYEE'S OFFICE ADDRESS	E. EMPLOYEE'S OFFICE PHONE NO.

T1

F. EMPLOYEE'S SOC. SEC. NUMBER (1-2, 3-11)	TRAINING DIVISION USE ONLY: AGENCY CODE (12-13)	PROCESS CODE (14)	PURPOSE OF TRNG. (15)	SPECIAL INTEREST PROGRAM (16)	SOURCE OF TRNG. (17)	FISCAL YEAR (18-19)	G. SEQUENTIAL CONTROL NUMBER (20-23)	H. NUMERIC ORG. CODE (24-29)

I. TITLE OF COURSE *(Fill out separate Form FHWA-817 for each course.)* (30-60)

T2

TRAINING DIVISION USE ONLY: COURSE CATEGORY (30-34)	J. NAME OF INSTITUTION (35-80)
	K. TRAINING SITE *(Street, City, State)*

T3

L. DATES OF COURSE: FROM *(Month, Day, Year)* (36-41)	TO *(Month, Day, Year)* (36-41)	M. HOURS OF TRAINING (42-45)	N. TRAINING TO BE TAKEN ON (46)
/ /	/ /		☐ D. DUTY TIME ☐ N. NON-DUTY TIME ☐ C. COMBINED TIME

O. ESTIMATED COST OF TRAINING TO AGENCY

TUITION AND FEES	$ .00	47 – 51
TRAVEL	$ .00	52 – 56
PER DIEM	$ .00	57 – 61
OTHER *(Specify)*	$ .00	62 – 66
TOTAL	$ .00	67 – 71

P. (72-73)

Q. (74-80)

R. HAS EMPLOYEE HAD ONE OR MORE YEARS OF CURRENT CONTINUOUS CIVILIAN SERVICE? ☐ YES ☐ NO

S. IS EMPLOYEE A SUPERVISOR? ☐ YES ☐ NO

T. PURPOSE OF TRAINING *(Check one block)*
- ☐ 1. TO ADJUST TO MISSION OR PROGRAM CHANGES
- ☐ 2. TO ADJUST TO NEW TECHNOLOGY
- ☐ 3. TO ADJUST TO NEW WORK ASSIGNMENTS
- ☐ 4. TO IMPROVE PRESENT PERFORMANCE
- ☐ 5. TO MEET FUTURE STAFFING NEEDS
- ☐ 6. TO DEVELOP UNAVAILABLE SKILLS
- ☐ 7. TRADE OR CRAFT APPRENTICESHIP
- ☐ 8. ORIENTATION *(New Employee)*
- ☐ 9. ADULT BASIC EDUCATION

U. NOMINATING SUPERVISOR: I recommend this proposed training

SIGNATURE	TITLE	PHONE	DATE

V. BASED ON THE AUTHORITY DELEGATED TO ME FOR TRAINING, I (☐ approve, ☐ disapprove) this proposed training

SIGNATURE	TITLE	PHONE	DATE

W. WHEN A PURCHASE ORDER IS REQUIRED TO PROCURE TRAINING, COMPLETE THIS ITEM AND SEND ORIGINAL COPY OF THIS FORM TO APPROPRIATE PROCUREMENT OFFICE IN LIEU OF REQUISITION FORM FHWA-56.

I CERTIFY THAT FUNDS ARE AVAILABLE FOR TRAINING — CHARGE APPROPRIATION

SIGNATURE	TITLE	PHONE	DATE

RECORD OF COMPLETED TRAINING

X. Certification – I certify that the above training has been successfully completed.

SIGNATURE *(Employee's Supervisor)*	TITLE	DATE

FORM FHWA-817
(REV. 12-73)

PREVIOUS EDITIONS OF FHWA-817 AND 817A WILL NOT BE USED.

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